

Session 1 – Understanding Managerial Styles

Let's take a look at managerial styles.

As a manager you will most likely have a dominant and preferred style but the most effective managers adopt the right style of management to fit the situation and the person.

So let's take closer look at the most common managerial styles. As I describe them to you think about which ones sound like you and also the other managers around you.

Here are six of them:

1. The Coercive Management Style

Managers who use this are intent on obtaining immediate compliance from employees and the conversation is usually all one way.

Its very directive as they tightly control situations and they focus on negative rather than positive feedback.

The manager wants their employees to do their work exactly as the manager wants it.

2. The Authoritative Management Style

The manager's goal here is to provide vision and focused leadership, long term thinking and a clearly stated direction.

Decisions are made by the manager but some employee input is sought to reality test decisions. This style also relies on the skilful use of influence to gain employee buy-in to decisions. It's a firm but fair approach.

3. The Affiliate Management Style

With this the manager uses this style to promote harmony, cooperation, and good feelings among employees.

Affiliate actions include accommodating family needs that conflict with work goals, quickly smoothing tensions between employees, or promoting social activities within the team.

The manager pursues being liked as a way to motivate people. With this style they put people first and tasks second.

4. The Democratic Management Style

With this the manager focuses on building group consensus and commitment through group management of the decision-making process.

It requires a hands-off style and has a heavy emphasis on team participation. Employees are trusted to have the skills, knowledge and drive to come up with decisions to which everyone is committed with the manager's role being only to fine-tune and approve the plan.

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5. The Pacesetter Management Style

A manager uses this style to focus on accomplishing a great deal of top quality work themselves. Employees are thought capable of achieving their own goals with little supervision.

When performance is not up to standard, the manager will do it themselves.

6. The Coaching Management Style

This is directed towards the professional growth of employees.

The manager will focus on helping employees identify their strengths and weaknesses, improvement areas and set development plans that foster career goals.

They'll create an environment that supports honest self-assessment and treats mistakes as learning opportunities in the development process.

You will always have a dominant style that you use more than any other. It's always really interesting to see the mix of how often you use the other styles as well.

Think about what styles you use the most often. Are they effective?

Are you a one dimensional leader that uses the same style over and over again? Or can you be like a chameleon being able to change and reflect depending on the circumstances.

If there was a crisis which needed strong and urgent leadership then a coaching style would not suit that particular situation but if you wanted to get the best out of staff in terms of their development then it would.

At the end of the day it's horses for courses.

What could you do to develop your skills in the other managerial styles?

List the six styles and ask yourself what situations or circumstances that style would be most effective in and also least effective.

Add this knowledge to your tool box of skills and use it when the needs be.